

2021-2025 STRATEGIC PLAN

# VISION 2025







## Message from the President

Dear MTCC Family:

Our vision for McDowell Tech's future is simple. We will learn, and we will grow.

Vision 2025 presents an opportunity for us to reimagine how we move forward in a changing economic landscape. We will be the college of choice by:

- Focusing on students as **individuals** and providing holistic, wrap-around services that help them achieve their goals;
- Reinventing how we serve our **community** with equitable solutions to providing quality learning experiences; and
- Growing our **institution**, while always learning how we can improve.

This college is critical to economic mobility for citizens in McDowell County and western North Carolina.

Let's learn and grow together.

**Brian S. Merritt, Ph.D.**  
President

McDowell Technical Community College







PHOTOGRAPH BY ROMAN GREER

## MISSION

MTCC enriches our community with access to student-centered, affordable, high-quality, lifelong learning opportunities that promote workforce development

## VISION

We learn and grow while focusing on individuals, our community, and our institution.

## CORE VALUES STATEMENTS

We are **Caring** and **Supportive** of all.

We are **Reliable** and **Available** when needed.

We are **Sincere** in our commitment.

We are **Amazing**.

# Goal 1 - Access

**We will expand learning opportunities and remove barriers to enrollment.**

Objective 1: Increase the number of unduplicated students who enroll annually

Objective 2: Increase the percentage of recent McDowell High School graduates who enroll

Objective 3: Increase the number of underrepresented students who enroll

Objective 4: Increase earned state FTE funding in identified low-enrolled curriculum programs

Objective 5: Increase the number of students who complete the FAFSA and apply for scholarships

Objective 6: Improve college affordability by expanding financial resources and assistance to support students

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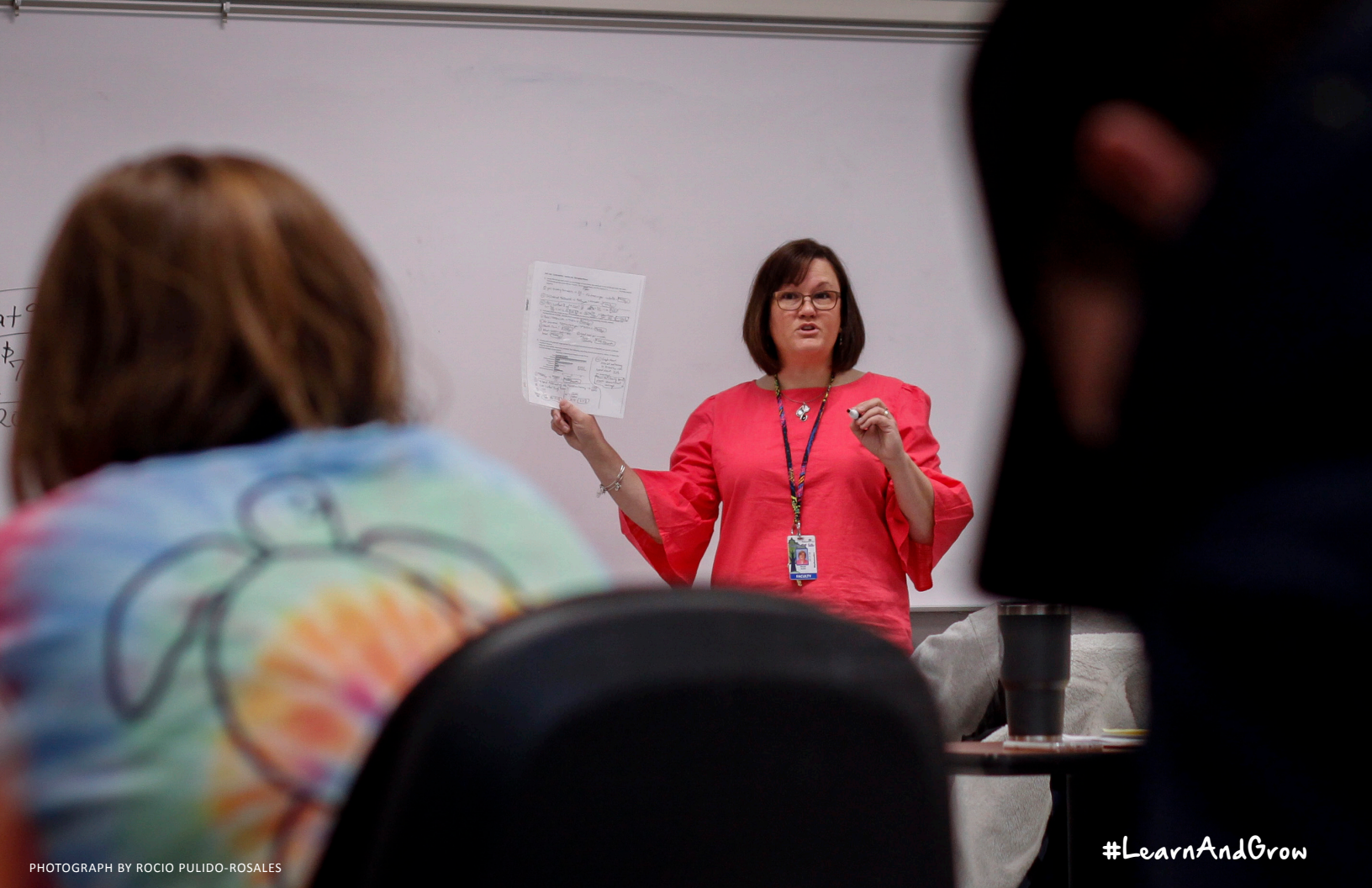
# Goal 2 - Retention & Progression

**We will enhance student support with holistic, wrap-around student services and decrease barriers to persistence.**

- Objective 1: Increase fall to fall persistence
- Objective 2: Increase first-year progression rates
- Objective 3: Increase retention rates for identified and underrepresented student populations
- Objective 4: Increase progression of CCP students entering MTCC with more earned college credits
- Objective 5: Create program maps that align with education and career goals
- Objective 6: Provide holistic, wrap-around student services with the creation of a One-Stop Student Success Center







PHOTOGRAPH BY ROCIO PULIDO-ROSALES

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## Goal 3 - Quality

**We will improve quality through intentional partnerships and finding equitable solutions to enhance the learning environment.**

- Objective 1: Adopt Universal Design for Learning principles in all courses
- Objective 2: Increase the number of dual-enrolled students with emphasis on CTE college-level courses
- Objective 3: Reimagine and reinvent instructional offerings by adopting best practices to meet the needs of adult learners
- Objective 4: Increase the number of students who participate in work-based learning courses, practicums, preceptorships and apprenticeships
- Objective 5: Develop and execute a comprehensive internal and external communication plan with an emphasis on increasing awareness of the mission, vision and values
- Objective 6: Integrate components of diversity, equity and inclusion (DEI) awareness into the student learning environment
- Objective 7: Create a sound capital needs plan that projects future priorities and aligns with regional workforce needs

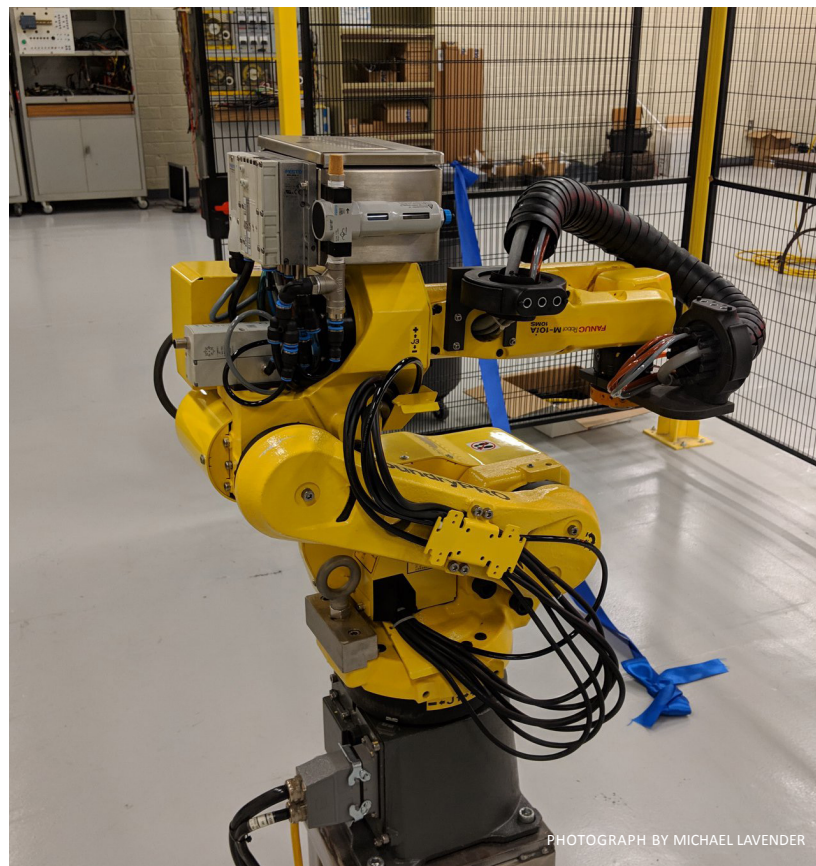


# McDowell Tech community college Welcome

PHOTOGRAPH BY GAYLE MASTROMONICO



PHOTOGRAPH BY CHRISTOPHER JAYNE



PHOTOGRAPH BY MICHAEL LAVENDER





PHOTOGRAPH BY ABIGAIL LEDFORD

## Goal 4 - Success

**We will increase opportunities for student success and transitions to further education or employment.**

- Objective 1: Licensure and certification scores will be above the state average
- Objective 2: Increase completion rates
- Objective 3: Increase underrepresented student completion rates
- Objective 4: Increase completion of work-based learning, employability skills experiences and industry-recognized credentials
- Objective 5: The College & Career Readiness progress rate will exceed the state average
- Objective 6: Employment rates one year and three years post-completion will exceed the MTCC comparison group



# About this Plan

Vision 2025 was developed over a six-month process in collaboration with students, employees, Board members, and community leaders. After a series of surveys with students, employees, and community members, a few things were clear. First, MTCC's Mission, Vision, and Values needed a fresh look to help accelerate the college's progress into the future. Second, MTCC students and employees were eager to collaborate and engage to provide input about McDowell Tech's future.

After a dozen internal employee focus groups and numerous external engagements with community partners, a Planning Team was established representing all areas and divisions of the college. The Planning Team engaged with experts from the Belk Center for Community College Leadership & Research to discuss evidenced-based strategies related to college access, retention, and success. Four working groups were established who conducted an intensified review of MTCC data and developed objectives for the identified institutional goals. A series of student focus groups also took place to discuss values and traits of employees that contributed to student success at MTCC. The college's revised Mission Statement was the product of a student project in the Health Information Technology (HIT) Department. HIT students analyzed the results of the employee focus groups and presented their findings to the administration as a final class project.

The Vision 2025 strategic plan was presented to the Board of Trustees and approved in June 2021. As a result, the college is charged to **Learn and Grow** by mapping out strategies to achieve the identified goals and objectives prior to the year 2025!





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McDowell Technical Community College

